

DISASTER RECOVERY TOOLKIT

MODULE 4 LONG-TERM RECOVERY PROCESS (COMMUNITY & STATE LEVELS)

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FOR STATE COMMUNITY DEVELOPMENT AGENCIES



Prepared For:



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MODULE 4

HOW TO USE THIS MODULE

The Toolkit is comprised of five separate Modules. The Modules are sequentially numbered for ease of identification. However, the Toolkit is NOT a linear document. Each Module is designed to stand-alone and allows target users to simply pull out the module that is appropriate to their mission.

While State Community Development Agencies are the primary audience for this Toolkit, the Governor's office, other State agencies, and Local Government can also benefit from the information and guidelines contained in this Module and the Toolkit.

The audience for this Module may vary from State to State and will vary depending on how the recovery effort is organized in each State.

MODULE 4 Long-Term Recovery Process (Community & State Levels)	
TARGET AUDIENCE	Target Audience <ul style="list-style-type: none"> State CD Agencies Local Governments Other Audience <ul style="list-style-type: none"> Governor's office Other State Agencies
OBJECTIVE	<ul style="list-style-type: none"> ✓ Assist State CD Agencies and local communities to understand the key activities, tools and resources that are needed and available for disaster recovery. <ul style="list-style-type: none"> ➤ Provide State CD Agencies and local officials guidance about facilitating the long-term community recovery process to help identify and fine-tune the State and local recovery visions and priorities.
TOOLS	<ul style="list-style-type: none"> Long-Term Community Recovery Planning process and procedures Funding Resources Checklist
Module 4 Subsection Contents & Focus	
A. INTRODUCTION	Module 4 provides State and local agencies with guidance on the recovery planning process, staffing and capacity, and leveraging funding and resources. This section emphasizes the importance of undertaking these actions prior to a disaster.
B. STRATEGIC RECOVERY	This section discusses the differences and variables associated with community recovery. This section also reviews the process and roles involved with State or Federal supported recovery initiatives, including the use and benefits of ESF#14 – Long-Term Community Recovery.
C. COMMUNITY RECOVERY PLANNING	Every disaster will have different impacts, responses and recovery needs. This section reviews the process to assess and determine the need for State of Federal support. It includes a generalized process used in federal supported initiatives.
D. STAFFING CAPACITY	This section provides a look at the capability, capacity, and available resources for community recovery.
E. PLANNING STRATEGIES	In the weeks and months following a disaster, there are multiple agencies and organizations gathering data to meet specific community needs. This section provides information on what data is available, how it is collected, how to access this information and highlight gaps in data collection that the CD Agency may be begin collecting after a disaster.
F. PRIORITIZING RECOVERY PROJECTS	This section discusses the need for and elements involved with prioritizing projects to allow community recovery.
G. LEVERAGING FUNDING AND RESOURCES	This section assists State and communities in assessing their resources, identify funding gaps, and identifying the various types of funding often provided following a disaster.

Introduction

Module 4 identifies the considerations that determine a long-term recovery process, the needs for community Recovery Planning, and the process and type of post-disaster data that will be critical to the role of State CD Agencies, and State and Local agencies in the recovery process. This Module also provides State and Local agencies with guidance on recovery planning, staffing and capacity, leveraging funding, and demonstrates that many of these actions can and should be undertaken prior to a disaster.

Previously, **Module 2** describes the wide range of disasters - in both scope and magnitude - and provides an overview of what takes place to prepare for and respond to disasters. For State CD Agency's involved in disaster recovery for the first time or infrequently, it may be helpful to review some of the basic framework outlined in **Module 2**; for example working with your State Emergency Response Agency to define your agency role in the Emergency Response Plan.

Strategic Recovery

One way or another, a community (county, area, etc.) recovers from a disaster. A community will either be the same as or better or worse than they were prior to the disaster. How recovery occurs and the nature or end result of that recovery depends on the recovery process undertaken; and the recovery process employed depends on the disaster and the extent of damage received. Simply stated, the recovery process depends on whether the disaster impacts are minimal, moderate, severe, or extreme.

In most cases, all disasters that have minimal impact and many disasters with moderate impact rely on local and State coordination. These types of disasters are routine, and the recovery process is relatively short and usually measured in weeks. There is usually some federal agency coordination dependent on the type of damage received. FEMA is the primary recovery coordinating federal agency in these instances because of the FEMA programs that can be related to community recovery; i.e. Public Assistance (PA), Hazard Mitigation, etc. Although federal agency coordination may be needed in minimal and moderate disaster impact instances, the recovery process, if any, is normally led by a local and/or State agency. It is important that the agency understand its role (See Modules 2 and 3) and determines early on in the process as to who will benefit from the recovery.

Some disasters with moderate or severe impacts will require federal and State/local coordination for community recovery. Depending on the amount of damage, Emergency Support Function #14 – Long-Term Community Recovery (ESF#14 LTCR) may be implemented, which would mean a set of formal Federal guidelines and coordination led by a federal agency – usually FEMA. Although a Federal agency would play an important role in disaster recovery, involvement in community recovery will still require strong input from at least one State agency, usually the State Community Development Agency. The duration of recovery efforts is measured in months and could include a long-term recovery planning team supported by FEMA. Community recovery for these types of disasters could focus on targeted recovery planning (for example, the disaster may have only impacted housing, but the damage impact was significant). In this case, long-term recovery planning would focus on housing.

A disaster classified as having an extreme disaster impact will require implementation of ESF#14 LTCR. The recovery effort will be complex, will be of long duration (months and years), and will include Federal coordination of planning and technical assistance. Extreme disaster recovery planning will address multiple community elements (e.g. housing, economic development/downtown revitalization or restoration and environment). Since States vary in how they are organized to deal with some of the key community elements and how funding is addressed, it is extremely important that the State is closely involved with the Federal agencies and the local government in the recovery planning process. In all cases, the local community must be involved in the recovery process, and their input should be reflected in developing a recovery vision and goals.

DISASTER RECOVERY LEVELS OF SUPPORT		
DISASTER IMPACTS	RECOVERY SUPPORT MECHANISMS	COORDINATION AND PLANNING
	EXTREME FEMA ESF #14 LONG-TERM COMMUNITY RECOVERY (LTCR) PROGRAM	<ul style="list-style-type: none"> • Complex, Long-Duration (months and years) • Federal Coordination, Planning and Technical Assistance
	SEVERE STATE LONG-TERM RECOVERY PROGRAM	<ul style="list-style-type: none"> • Moderate, Medium-Duration (months) • Local, State Coordination and Planning; Federal Support as Needed
	MODERATE NORMAL LOCAL, STATE, FEDERAL, AND/OR NGO RECOVERY PROGRAMS	<ul style="list-style-type: none"> • Local, State Coordination and Planning

DETERMINING A PROCESS

What recovery process is utilized following a disaster? What role does local, State, and federal agencies play in the recovery process? Answers to these questions depend on the disaster impact and this can be determined by the preliminary findings of the Preliminary Damage Assessment (PDA) and the more extensive analysis and findings of the disaster impact assessment. A minimal disaster impact and in some cases a moderate disaster impact will require State and local government to play a more prominent role in disaster recovery. More federal involvement in the disaster recovery process will occur as the disaster impact is more severe and FEMA and possibly other federal agencies have a more significant investment in the disaster and overall recovery.

STATE SUPPORTED RECOVERY INITIATIVE

The State, and primarily the State Community Development Agency (State CD Agency), through leadership of the Governor's Office must work with the local community impacted by the disaster to jointly determine the long-term recovery process that will be initiated. The State will normally take on more of a coordination role if the community has the resources to address the recovery process. (See *Long-Term Community Recovery Planning Process: A Self-Help Guide* for guidance on whether a community has the resources to lead a long-term recovery effort.) If a local government has the resources to lead a recovery effort, the key State agency (again...presumably the State CD Agency) should sit down with the local community to map out a process that includes local public input and to coordinate the goal setting, establishing priorities, and identifying projects. The primary role of the State in this instance is to serve as a primary funding source for implementing community recovery. As such, it is important that there are no serious differences between the goals and priorities of the local community and the State. That is best assured by early coordination between the local community and the key State agency and/or Governor's office.

In situations where the local community does not have the resources to lead and undertake long-term recovery, the State may need to play a more significant leadership role in the recovery process, if there is to be a formal recovery process. In these situations it is again important that the State and Local community coordinate the recovery process to be implemented while assuring local public input into the process. The State continues to serve as the primary funding resource for community recovery, but it also takes on leadership of the recovery process.

FEDERAL SUPPORTED RECOVERY INITIATIVE

In instances where the disaster impact is severe and extreme, Federal agencies will play a more significant role in overall disaster management and especially in providing long-term recovery support mechanisms, overall coordination, and planning. Usually the federal government will implement ESF#14 LTCR and involve pertinent federal agencies in the recovery process. It is important that the State understands the ESF#14 LTCR concept (described below and in Module 2) and is positioned as such to participate in the long-term recovery process. While the Federal government usually provides long-term recovery leadership, the State and Local community must be part of the process early on. The key State agency (again...probably the State CD Agency) should sit down with the key federal agencies and make sure the local community is involved in the process, local public input is utilized, and no major differences arise among the Federal and State agencies or local community while goals, priorities, and projects are developed.

ESF#14 - LONG-TERM COMMUNITY RECOVERY

When a disaster warrants the deployment of Federal resources, there are several agencies that may provide technical assistance or resources. Emergency Support Functions provide the structure for coordinating Federal agency support to States through technical expertise and resources. ESF#14 - Long-Term Community Recovery (ESF#14 LTCR) is one of the resources available to communities and States under federally declared disasters.

EMERGENCY SUPPORT FUNCTION #14 - LONG-TERM COMMUNITY RECOVERY

Emergency Support Function (ESF) #14 - Long-Term Community Recovery provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters.

ESF #14 may be activated for incidents that require a coordinated Federal response to address significant long-term impacts (e.g., impacts on housing, government operations, agriculture, businesses, employment, community infrastructure, the environment, human health, and social services) to foster sustainable recovery.

ESF #14 support will vary depending on the magnitude and type of incident.

<http://www.fema.gov/emergency/nrf/>

ESF#14 LTCR is designed for situations with severe or widespread impacts, federal resources may be provided to address the ongoing community needs by taking a holistic, long-term view of critical recovery needs, and coordinating the mobilization of resources at federal, State, and community levels.

Some individuals, families and communities that are especially hard hit by a disaster may need more time, specialized assistance, or a more formalized structure to support their recovery efforts. ESF#14 LTCR is organized to address unique needs that are not satisfied by routine disaster assistance programs. It may also be required for very complex restoration or rebuilding challenges.

Examples of the special assistance provided through ESF#14 LTCR efforts, include targeted technical assistance in the form of design workshops, planning charrettes, or resource coordination. Technical assistance has also included development of community recovery planning process and preparation of a community Recovery Plan that identify projects, programs and priorities necessary for community recovery. Technical assistance has also been provided to support the community with the implementation of identified recovery projects and programs.

It is important for a State CD Agency to be prepared prior to a disaster and familiar with the process, procedures and tools available under ESF #14 LTCR. By preparing ahead of time and understanding the Federal processes, procedures and terminology, a State CD Agency and local community leaders can work together with federal agencies as necessary as partners to shape Long-Term Community Recovery process.

Regardless of whether Federal involvement occurs, the process and tools utilized with ESF#14 LTCR are adaptable by both State and Local agencies, including State CD Agencies to assist communities in the recovery process.

State CD Agency Involvement ESF #14 LTCR

If ESF#14 LTCR has been established following a disaster, a State CD Agency, as well as other State and Local officials should become involved in the process.

State CD agencies may participate with the technical assistance team to develop the scope and schedule for the recovery planning process and establish reasonable recovery priorities and maximizes fund leveraging between federal, State and private sources. A State CD Agency may also provide information and insight on State processes and procedures for CDBG funding (Action Plan development); project development and resource / program funding identification.

In most instances the overall planning process satisfies the requirements related to public involvement and will also provide documentation for many other elements that can populate a CDBG Action Plan and develop a successful CDBG disaster recovery program.

Community Recovery Planning

Every disaster will have different impacts, responses and recovery needs. In addition each State will have different programs and procedures and agencies to support recovery efforts. Response and recovery actions to a disaster are not a one size fits all approach; there is not one correct approach.

Community Recovery Planning establishes a process to address the impacts of the disaster and meet the needs of the community.

ASSESSING THE NEED FOR RECOVERY PLANNING

One of the first response actions following a disaster is to assess the situation. Emergency response professionals generally use a Preliminary Damage Assessment (PDA) to determine the scale and impacts of damage. The State uses the results of the PDA to determine recovery actions and activities. A PDA may also be used to identify or verify the need for supplemental Federal assistance.

PRELIMINARY DAMAGE ASSESSMENTS (PDAS)

The FEMA PDA is a joint state and federal damage assessment used to determine the magnitude and impact of an event's damage. The results of the PDA would be used to determine if the situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance.

In addition to the PDA, an ESF#14 LTR assessment will be conducted to determine the need for Long-Term Community Recovery planning assistance. The assessments occur in conjunction with coordination meetings with State and Local officials.

These “needs” may be identified through an assessment that looks beyond the impacts identified in the PDA. *The Long-Term Recovery (LTR) Assessment Tool* is used by FEMA to assess impacts from damages, local baseline conditions and community needs. The Assessment Tool guides decisions toward federal resource deployment of ESF#14 LTR. While State and local officials may not utilize this Tool often, it is important to be familiar with the concepts.

It is important for the State CD Agency to meet with and participate in ESF #14 LTR activities.

The Long-Term Recovery Assessment Tool:

- Is intended to help authorities analyze the impacts of a disaster on a community, while taking into consideration the local government’s capacity to assist in promoting its own long-term recovery.
- Takes a holistic approach to community recovery by looking at how damages can result in impacts greater than the material scope of a disaster, and by identifying gaps in recovery assistance.
- Assists Federal and multi-level decision makers identify the type and level of supplemental long-term community recovery assistance that may be needed for full recovery from a disaster, though it is not tied to any specific funding sources.

A copy of *The Long-Term Recovery (LTR) Assessment Tool* is included in the **Reference Library** of the Toolkit.

PERFORMING A LTR ASSESSMENT

The extent of damage from a disaster differs for each event, and in each disaster, the affected region, State, county and community has varying degrees of resources (e.g., full-time employees, funding, etc.) and capabilities available to address recovery needs. The *Assessment Tool* accounts for these variables, along with a sliding scale of recovery services to support policy decisions to determine appropriate levels of assistance.

The *Assessment Tool* analyzes a disaster’s impact upon the community and specifically within three sectors:

- Housing
- Economy (including Agriculture),
- Infrastructure/Environment. This feature facilitates the tailoring of a long-term community recovery service level and sector strategy to the area’s needs.

The *Assessment Tool* also includes two levels of Assessment:

- Preliminary Screening
- Sector Analysis

Preliminary Screening. The Preliminary Screening consists of a review of Disaster-Related Damages and community-wide Local Baseline Conditions. The *Assessment Tool* analyzes the preliminary damage assessment data, pre-disaster economic and population data, and the leadership capacity within the community. The Preliminary Screening will assist in determining if disaster impacts warrant a more in-depth analysis of sectors and to determine the possible need for ESF #14 LTR support.

Sector Analysis. The analysis of each Sector (Housing, Infrastructure/Environment, and Economy (including Agriculture) are addressed in three general categories:

- **Disaster-Related Damages** – Identify the extent (geographic and magnitude) of damage for each Sector.
- **Local Resiliency Indicators** – Utilize baseline community data (e.g., demographics) to establish the baseline condition of the Sector prior to the disaster.
- **Resources/Local Capacity** – Determine the community/governmental resources that are

available to address the disaster-related needs of each Sector and assess whether the community has the organizational and/or administrative capacity to address the needs of each Sector.

Typically, FEMA personnel conduct the Assessment within a few days or weeks following the disaster. However, it is very important for State or local agencies to be familiar with the *Assessment Tool* and understand the benefits of the analysis and add local insight and context to the assessment. In situations where federal support is not provided, there may be opportunities where State or State CD Agencies may use the *Assessment Tool* (or applicable portion thereof) to assist a community with recovery planning.

Recovery Planning Process

ESF#14 - Long-Term Community Recovery (ESF#14 LTRC) is a strategic planning process undertaken by recovery professionals - planners, architects, and engineers as well as other professionals depending on disaster impacts and community needs.

"Recovery Planning" is both a process and product. The process varies from targeted technical assistance (e.g. coordination of State, Federal, Non-Profit and Private resources) to intensive planning teams that coordinate with the community to develop a Recovery Plan – a "road map" for community recovery. In situations where "recovery planning" is fully deployed, it is a very focused, intense, community-driven, process completed in a short period of time (typically 6-12 weeks) and tailored specifically for the disaster and community.

FEMA also published a "self-help" tool to assist communities and local and State agencies with a recovery planning process following a disaster. The *Long-Term Community Recovery Planning Process - A Self-Help Guide* provides step-by-step guidance on the process for implementing a Long-Term Community Recovery (LTRC) planning program – the same guidance and process as used by Technical Assistance teams under ESF#14 LTRC. The *Self-Help Guide*:

- Provides a method for developing a LTRC Plan that is a flexible and usable blueprint for community recovery.
- Incorporates case studies for each of the steps in a LTRC program.
- Offers guidance and suggestions for involving the public in the recovery program

The *Self-Help Guide* is based on the experiences gained and lessons learned by communities that developed and implemented long-term community recovery programs.

The *Long-Term Community Recovery Planning Process - A Self-Help Guide* is included in the **Reference Library** of this Toolkit. It may also be found through a link on FEMA's website - <http://www.fema.gov/pdf/rebuild/ltrc/selfhelp.pdf>.

Developing a Long-Term Community Recovery (LTRC) Plan is different than developing a traditional community master plan or comprehensive plan. While a county comprehensive plan or city master plan addresses community issues as a whole, a LTRC Plan is specifically targeted toward "Recovery" programs, projects, and activities and in many cases does not address the complete spectrum of (non-disaster related community needs).

Whenever possible, communities and recovery planning teams should use existing master plans, comprehensive plans or mitigation plans as a foundation in preparing a LTRC Plan or identifying recovery projects and programs. As a continuation of the cycle, the LTRC Plan will become the basis or springboard for developing or updating community comprehensive, master and/or mitigation plans.

Since the LTRC Plan provides detailed strategies and priority projects, a State CD Agency may use the Plan to provide leading data for the creation of the CDBG Action Plan.

State CD Agencies have the opportunity to play an active, supportive role in developing or implementing LTRC Plans. This role is extremely critical, as State CD Agencies have an understanding of State policies, regional nuances, and the political climate.

Checklist for Initiating Recovery Planning

- ✓ Arrive on-site soon after the disaster
- ✓ Be organized
- ✓ Be flexible
- ✓ Get to know the FEMA ESF#14 LTCR Team
- ✓ Know local leaders (elected and private)
- ✓ Know representatives from other State agencies
- ✓ Get to know representatives from Federal agencies
- ✓ Get to know Non-Profit agencies and volunteers

Staffing Capacity

Staffing capacity capability varies from State to State for Community Development Agencies and the level and intensity of planning varies significantly from State to State. No agency should expect to have personnel on-hand to handle the recovery planning activities resulting from a major disaster. The needs for personnel for long-term community recovery include, leadership, public involvement, cost estimating, etc. It will be important to assess existing technical capacity and identify agency needs.

What if the federal resources are not available? First, never be afraid to ask. But, if the federal assistance is not warranted or does not materialize as hoped, and planning support is still necessary, there are several options available. Once again, preparing ahead of time, by setting up relationships and cooperative agreements will go a long way toward success.

How to increase technical capacity

There are five strategies for increasing technical capacity for disaster recovery efforts:

1. **Procurement** – The traditional procurement process is one way a State or Local agency can undertake to hire temporary or contractual employees to assist with program administration. This can range from a single task effort all the way to planning, designing and implementing the program under a contract or series of contracts. The Toolkit includes sample RFP language in the reference section to help put the appropriate proposal together. Considerations to keep in mind. First, check your State legislation related to procurement. Make sure that this legislation addresses procurement procedures related to disaster conditions including sole source contracting. Second, make sure that all programs, software, and related documentation become the property of the State at the conclusion of the project and include a transition element so that proper training can occur prior to the close out of the contract. Third, CDBG knowledge and experience is important for program administration but, so are other skills such as customer service, public relations and accounting to name a few. Make sure the team has the diverse skill set to accomplish all elements of the proposal.
2. **The Emergency Management Assistance Compact (EMAC)** is a congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-impacted State may request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.
3. **Mutual Aid** – EMAC is a broad form mutual aid; but it does not preclude your agency from entering into agreements with other State agencies and neighboring jurisdictions to provide assistance during the disaster recovery phase. We have included some examples of mutual aid agreements in the reference library.
4. **Volunteer** – Volunteers are the double edge sword of disaster response and recovery. There is nothing better than a well-intentioned person helping out during the time of the crisis; these folks can literally be lifesavers! At the same time a disorganized volunteer effort can create turmoil and conflict in the recovery process. It is impossible to say who or where volunteers will come from during and after a disaster. The fact is they are going to be there. So the best strategy is to prepare for volunteer coordination before the disaster occurs. This might be designating a person and/or agency with the task of volunteer coordination. This position is responsible for documenting the individuals, agencies and organizations that come to volunteer services. They will document the hours and type of services provided (for future match purposes) and will assist with matching the skills and services being volunteered with the community need.
5. **Increasing Capacity** – Increasing capacity in your agency at either the management level or technician level is another challenge. Funding may be available through administrative components of the grant (supplemental funding) to cover the costs of additional staffing. The challenge is getting adequate staffing in a timely manner. One suggestion is to bring a State human resources person into your organization so that day-to-day personnel issues and needs can be quickly addressed. Another

recommendation is to work with your human resources staff ahead of the disaster and prepare policies like they have in California where a management level position in one agency can temporarily transfer into your agency to manage a short-term project. This person maintains their tenure and salary from the donating agency and is guaranteed their position when the project is complete. This may or may not be the right solution for your State; the importance of the point is to establish the relationships and policies that will help increase disaster recovery capacity ahead of a disaster.

The key to success in LTCR is to use the knowledge, experience and skills and apply them under extreme circumstances and in new ways. When organizing to undertake Long-Term Community Recovery, it may require the staff, team or entire State CD Agency to set aside traditional roles and responsibilities, in order to more effectively serve the needs of the impacted communities.

Designing and implementing disaster recovery programs related to the HUD CDBG funds will be covered in **Module 5**. Details related to other fund sources can be found through references listed in the reference section of the Toolkit.

Planning Strategies

Some disasters will require only local or limited State support. At the other end of the spectrum, a major disaster that crosses jurisdictional boundaries and/or impacts multiple sectors of a community may require the deployment of extensive State and Federal resources to the community. The strategy for recovery will vary based on the spectrum of variables.

The following matrix identifies and allows a comparison of several planning strategy scenarios that may be applicable in a given situation.

SCENARIO	RESOURCES AVAILABLE	CDBG ACTION PLAN / LTCR PLAN	PROCESS COORDINATION	PURPOSE AND OUTCOMES
FEDERALLY DECLARED MAJOR DISASTER	<ul style="list-style-type: none"> Widest Range Available, including Supplemental CDBG 	<ul style="list-style-type: none"> Will Require an CDBG Action Plan and Long-Term Community Recovery (LTCR) Plan 	<ul style="list-style-type: none"> LTCR may Start earlier than the Action Plan and Provide Base Information to the Action Plan 	<ul style="list-style-type: none"> CDBG Action Plan and LTCR Plan LTCR Plan Provides Vision, Goals, Objectives and Prioritized Recovery Projects
FEDERALLY DECLARED DISASTER – NO SUPPLEMENTAL FUNDING	<ul style="list-style-type: none"> Federal FEMA State (CDBG) Local Private Non-Profit 	<ul style="list-style-type: none"> Develop a Plan for Long-Term Community Recovery 	<ul style="list-style-type: none"> Process may Focus on one or more Affected Sectors of the Community State CD Agency may Facilitate or Fund the Process; FEMA May Provide Planning Resources for LTCR Development 	<ul style="list-style-type: none"> Long-Term Recovery Plan Provides Vision, Goals, Strategic Recovery Projects Local, State, Federal and Other Agencies Coordinate to Leverage Implementation Funding
STATE DECLARED DISASTER	<ul style="list-style-type: none"> State Local Private Non-Profit (PNP) 	<ul style="list-style-type: none"> Develop a Plan for Long-Term Community Recovery 	<ul style="list-style-type: none"> Local Community may Lead Recovery Planning Process Focus May Be on Alternative Funding Sources Such As PNP 	<ul style="list-style-type: none"> Vision, Goals And Objectives with a Focus on Identifying and Leveraging Funding Sources
STATE DECLARED DISASTER	<ul style="list-style-type: none"> State Local Private Non-Profit 	<ul style="list-style-type: none"> Develop a Plan For Long-Term Community Recovery 	<ul style="list-style-type: none"> Local Jurisdiction Lacks Planning Capacity State May Lead or Fund Planning Process 	<ul style="list-style-type: none"> Vision, Goals and Objectives with a Focus on Identifying and Leveraging Funding Sources

The matrix provides guidance related to how a State CD Agency or local government may approach a given scenario or how information or support may be provided to regional and local agencies to guide their efforts toward recovery planning.

The recovery process is multi-dimensional and multi-layered. One objective of the LTCR Plan is to identify and set priorities on a series of projects that will help jump start recovery with funding and technical resources provided through a variety of sources. Community Development Block Grant funds and State CD Agencies may be an important resource for recovery; but they don't need to be the only resource.

DATA COLLECTION

Much of the data and resources normally used to guide community decisions may be damaged, destroyed, or no longer relevant due to changes to the community following a disaster. Regardless of status or availability, certain data is necessary to perform assessments and understand needs. This section focuses on the importance of procuring data, measuring capabilities, cataloging resources, and coordinating with public and private agencies to archive or restore information. The recovery process will require data related to housing, the economy, the environment and infrastructure. The following is a list of sources that may be used to collect this data.

Housing

After a disaster, finding good sources of housing data is a significant challenge. The, sources for post disaster housing data related to the make-up of housing type in a community and/or measuring the demand for housing is typically limited or non-existent. Collecting data to quantify housing need should include:

- Pre-disaster Community Development or Comprehensive Plan documents
- Census data
- Field or windshield survey of post-disaster housing conditions
- Public Health Analysis Report (post-disaster)
- Surveys taken by other agencies (such as USDA)
- SBA and FEMA Individual Assistance (IA) data (due to confidentiality issues, some or all of this data may not be available)

Economy/Business

Pre-disaster economic conditions are an important measuring tool. The economic measurements include:

- Amount and type of existing businesses
- Location(s) of existing businesses or services;
- Number of employees
- Property values and capital investments
- Local and State tax revenues

The best source, in terms of direct disaster impacts to business, will be the local businesses and the Small Business Administration (SBA). To gather SBA data, coordinate with the State Coordinating Officer (SCO). Other business / economic data may be obtained from the following sources:

- State Agencies (Economic Development; Community Development, etc.)
- GIS data related to pre-disaster business locations (FEMA, USACOE, etc.)
- USDA-Rural Development, NRCS, or FSA
- Economic Development Administration
- Local and State Chamber of Commerce
- Local economic or community development agency, or planning department
- Local post-disaster survey data, etc.

Infrastructure

Preliminary damage assessments may provide some limited source data for infrastructure or other community sectors. Ultimately, the best source for this data will come from the local public works director, local and State highway departments, Fire and Police Departments, Emergency Operations staff, or other local officials. Infrastructure data includes:

- Utilities (water, sewer, electric, gas, stormwater)
- Streets and Transportation
- Critical Facilities (hospitals, emergency services),
- Key governmental offices

Additional information may be obtained from FEMA Project Worksheets (PWs) developed by FEMA Public Assistance (PA) staff. Again, work with the State Coordinating Officer to obtain this data.

Environment

Data related to the environment can also be a challenge to collect after a disaster. Pre-disaster data can be compiled from a variety of State and federal sources and on-line databases. Environmental data includes:

- Lakes, streams, wetlands and other waterways or features
- Land Use and development pattern
- Sensitive or historic properties or features

To understand the environmental impacts from the disaster it is important to meet with State and Federal agencies, as well as the specific agency personnel deployed to the disaster. These agencies include, US EPA, Departments of Energy, Interior (USFS, NPS), and Agriculture (NRCS), and State Environmental and Natural Resources personnel. There may be other agencies related to coastal and waterway issues (including the US Army Corps of Engineers, NOAA, Coast Guard, etc.) that can provide assessment information.

WHAT IS THE PRODUCT?

The product of the LTCR process is a strategic recovery plan with a series of projects, programs or processes that have been ranked as either "high value", "medium value" or "community interest" projects. What does all this mean? Again, remember that a Long-Term Community Recovery Plan is not like any other planning document. It is, by design intended to be a grant application document for community recovery.

How does a community benefit from LTCR?

- LTCR brings the community together after the disaster
- It provides common ground for discussing issues and developing ideas to bring the community back safer, stronger and more sustainable
- It creates and prioritizes catalytic projects
- It identifies funding and fund leveraging opportunities for plan implementation

The LTCR Plan is a process that produces projects at the local level worth State investment.

WHAT IS A RECOVERY PROJECT?

A recovery project is one that supports the re-establishment a healthy, functioning community that will sustain itself over time.

Recovery projects should be identified as part of the community involvement process, including community meetings, discussions with community leaders, organizations, and agencies, and from existing plans for the community. Collectively, the projects identified should accomplish the vision and goals identified during the LTCR process. In addition, the LTCR team may formulate and assess projects that were overlooked during the community involvement process, but that could address important post-disaster community needs.

In addition to the projects identified through the community involvement process, it is important to work with the FEMA Public Assistance (PA) staff to understand what community projects might be eligible for Public Assistance.

Communities should consider the value of grouping projects that are related and/or that create greater community benefit and value combined than when viewed separately. Grouping projects in this manner may open up opportunities for funding that may not have been considered if each project is assessed on its own.

Prioritizing Recovery Projects

Community recovery planning results in a variety of projects and programs. The process also identifies a wide range of resources and funding sources. Which project should begin first? Which resources should a community target for support? Prioritization of community projects and programs provides guidance for the allocation of Private, Local, State, and Federal resources.

Identifying a project that can serve as a catalyst for recovery begins with an understanding of the difference between such things as competing priorities and implementation time limits between projects that are all warranted; such as, a hospital, a fire station, or school. It is important to focus on unifying the community; therefore every project, large or small must be evaluated and prioritized for implementation.

Each project must satisfy two guiding principles: **Does the project address the vision and Goals of the Community** and **does the project focus on overall community recovery?**

In an example where a downtown business district has been destroyed in a disaster, the goal might be to "rebuild downtown," and this may seem like the beginnings of a project. For community recovery, it is not considered a project (it may be an overall strategy / goal, but it is not a project). Rebuilding downtown requires a large group of public and private stakeholders to make independent business decisions and act in a coordinated manner.

After a disaster everyone is in the same condition, trying to figure out who wants to be first to take the risk. A recovery project might be *to establish a public private partnership to develop an incubator building downtown* that enables a group of businesses to share the risk and rewards of being the first to rebuild. This project supports the strategy / goal of rebuilding downtown. The success of this building can be a highly visible "sign" of recovery in the community, creates a place where the community can gather, provides employment and provides the spark for other businesses to rebuild their buildings downtown.

PROJECT PRIORITIES

Making decisions about setting project priorities is difficult, even more so after a disaster when it seems that everything is critical and everything has to be addressed. It is this sense of urgency, to get lives back to a sense of normalcy that creates the need for establishing priorities because all issues can't be addressed at once. Thus the planning process needs to have a method for setting priorities. One that has been used successfully in the past by Long-Term Community Recovery Teams for recovery plan development is called "Recovery Value," and it is a designation assigned to a project that indicates its ability to help jump-start (be a catalyst) to community recovery. The objective here is to provide a model that can be adapted to a variety of circumstances. The intent of any method for setting priorities after a disaster should be based on:

- Addressing a broad range of issues
- Promoting a functioning and healthy economy
- Supporting infrastructure optimization
- Encouraging provision of a full range of housing opportunities

In the Long-Term Community Recovery "Value" process, each project is assessed based on the degree to which it assists the community in its recovery from a disaster. A high recovery value project:

- **Meets a Post-Disaster Community Need:** Post-Disaster Community Need varies depending upon the magnitude of the event and the impact of damages affecting your community. Community Need projects are those that satisfy a previously identified need, leverage other projects or funding sources, or have broad community support.
- **Project Feasibility:** Can the project actually be achieved with available resources, within regulatory and logistical constraints, and within a realistic time frame? Does it have sufficient community support to get off the ground?
- **Project Sustainability:** Sustainable development projects are those that can help prevent acts of nature from becoming disasters. Sustainable development implies not only disaster-resistance, such as relocating a structure or restricting new construction in particularly vulnerable areas, but also resource efficiency, or the prudent use of energy, water, and natural resources to ensure healthy communities for future generations to come.

- **Crosscutting Benefits:**

- Projects that create jobs, reestablish critical infrastructure that allow the economy to function, and provide new economic opportunities for future generations.
- Projects that are highly visible and have a significant impact on personal courage and community spirit during a time of extreme stress and uncertainty.
- Projects that promote linkages throughout the community and leverage other projects and funding.
- Projects that improve the quality of life and have a direct impact on the decision that businesses and people make regarding relocation or returning to the community.

WHAT IS "CROSS CUTTING?"

A crosscut saw cuts as you push it against the wood and as you pull it back toward you. Thus it has twice the cutting power of a saw with teeth pointed in one direction. The same can be said for a cross cutting recovery project. It will have benefits in more than one sector of the community.

Projects in the Long-Range Community Recovery Plan are assigned one of three Recovery Values:

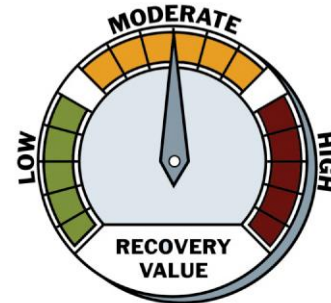
- High
- Moderate
- Low

A fourth category, "Community Interest" is used to designate projects that have significant local support, but either cannot be implemented in a time frame that will substantively affect recovery or do not clearly promote any key disaster recovery goals.

High Recovery Value Project (High Priority)

A High Recovery Value project will:

- Fill a post-disaster community need
- Provide leveraging and create linkages for other projects and funding
- Be related to the physical damage from the disaster
- Encourage private investment
- Have strong community support
- Have access to the resources needed to carry out the project
- Be realistic in its outcome - is achievable
- Avert future losses
- Use resources efficiently
- Have community-wide impact



The **Reference Library** of this Toolkit provides a worksheet related to the criteria for setting recovery value for your LTRC projects.

The recovery value process has been developed through FEMA LTRC Teams and their experience in undertaking recovery planning. It is a guide based on this experience and can be tailored to fit your community vision, goals and objectives. The important part is to identify projects that the entire community can get behind and whose implementation will foster a positive reaction, increasing the pace of community recovery.

NOW WHAT?

Some high value recovery projects and programs have been identified; the next step is to identify the funding needed to implement the project/program. An important role of the State is first to respect the community based plan and strategic priorities that have been established.

In a situation where CDBG funding is to be used for project implementation the plan can be used to fulfill the HUD Planning requirements and CDBG funding programs can be designed to implement high priority recovery projects. Seriously, it is that simple.

For local communities, the next step is to have each of the local jurisdictions take action to adopt the Plan; this includes the Chamber of Commerce or other local business organizations. Next, seek letters of support for the plan from State and federal legislators. Sample letters are included in the appendix of the Toolkit.

For both Local and State planners, remember one important element. The plan is not complete; it will evolve over time. It is important that the “founders of the plan” continue to meet regularly to review progress and discuss issues and changes that may need to take place.

Leveraging Funding and Resources

While the immediate objective of leveraging funding and resources is to bring together such support from a variety of sources and stretch limited funding, the long-term objective is to grow and enhance the number and commitment of the pool of financial supporters, so that the risk and impact of funding loss can be mitigated against, and steady streams of high quality financial and other support can be secured for long-term recovery efforts that typically extend years beyond the initial funding.

Establishing early on a good system to know your potential and expected funding support, i.e., understanding each fund’s and its originator’s purpose and mission, support capacity and coverage, limitations, restrictions, and requirements would be key to successful leveraging. To assist with this effort, a *Checklist for Coordinating Multiple Funds for Recovery*, has been created and included at the end of this section.

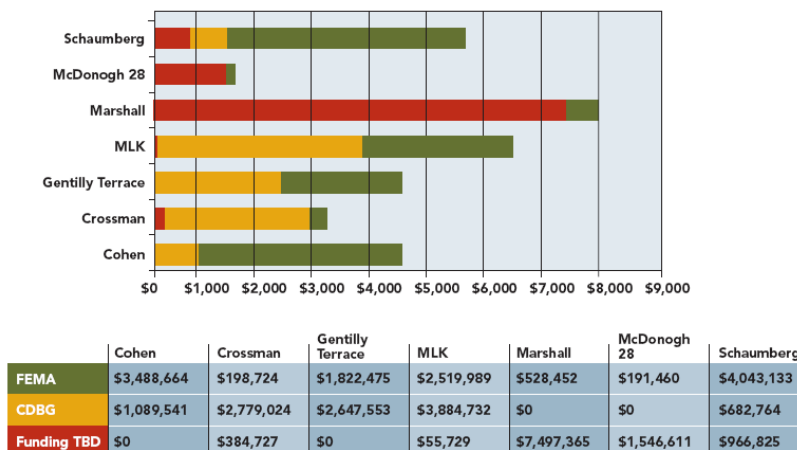
This section also includes brief descriptions under *FEMA: A Key Resource for Long-Term Recovery*, on funding support from FEMA, which is an important resource for disaster recovery. Though different from HUD and the CDBG program, funds from both federal agencies have been jointly utilized in places such as Louisiana post Katrina (See Checklist). This section will describe what constitutes eligible activities under FEMA Public Assistance and Hazard Mitigation Grant Programs, as well as 2 important subjects of Local Match Requirements and Duplication of Benefits with case studies.

This section concludes with a reminder that successful leveraging is a key to any good financial strategy to support long-term recovery. However, a good financial strategy requires more than just leveraging, it also requires a good systematic process in knowing the needs (part of overall recovery planning effort) and funding gaps (part of financial strategy development), along with knowing your funds and how best to sequence their use.

FEMA: A KEY RESOURCE FOR LONG-TERM RECOVERY

Among the many federal agencies and programs that can offer disaster financial and technical assistance, FEMA is a key player with funds specifically designed for both individual and community recovery. Along with HUD’s CDBG funds, some impacted communities have utilized both funds to finance post-disaster rebuilding projects. Following diagram illustrates how both CDBG and FEMA funds have been jointly used to rebuild schools in New Orleans area. Note how FEMA PA funds provide in some cases a significant share of the total project cost.

CAPITAL IMPROVEMENT PROGRAM FUNDING SOURCES: EXAMPLE SCHOOLS



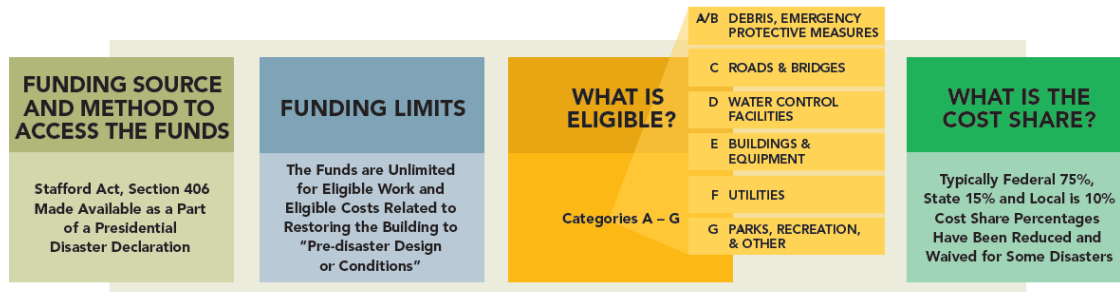
FEMA PUBLIC ASSISTANCE (PA) PROGRAM - INFRASTRUCTURE FUNDING

FEMA Public Assistance funds play the role of restoring public infrastructure to pre-disaster conditions. Something that often happens, in particularly after a major disaster, is that restoring things to “pre-disaster” conditions. There is a desire to improve so that the community is safer, stronger and sustainable. Thus FEMA Public Assistance funds are typically the first line of funding for many Long-Term Community Recovery projects. Each State CD agency should have a copy of the latest version of the Stafford Act and Public Assistance Guidebook. When a federal disaster declaration is made these documents will become essential. Know them as well as you know your own program funding. The key is to package funding sources in a manner that does not cause duplication of benefits that will reduce funding from one source when using a second source. Work closely with your FEMA Public Assistance Coordinator to ensure positive results.

For public buildings, FEMA Public Assistance will be the first funding available for restoring the facility to pre-disaster conditions.

The key to remember in disaster recovery is that FEMA PA funds do not have a ceiling for eligible work. In other words, use the funding resource that has no limits, before you use any other funding. There are a couple of restrictions with the FEMA PA program funds. The first is that program will only restore a facility to pre-disaster conditions. Therefore, if the project was previously placed in a poor location, or lacked capacity for future community development, these issues will not be resolved through the application of FEMA PA funding.

If the “poor location” is based on a floodplain, then HMGP 404 funds can leverage the PA funds to relocate the facility. These funds should work together seamlessly, but assume nothing and make sure coordination is occurring. In a disaster, everyone has their heart in the right place, but just like anything else little things, including program interpretation, can delays or roadblocks.



In a case where the facility lacks the capacity to meet the community needs, the FEMA PA funding will continue as the first source in a sequence of funding resources. In FEMA terms, this is considered an Alternate Project. This situation means that:

Occasionally an applicant may determine that the public welfare would not be best served by restoring a damaged facility or its function to the pre-disaster design. This usually occurs when the service provided by the facility is no longer needed, although the facility was still in use at the time of the disaster. Under these circumstances, the applicant may apply to FEMA to use the eligible funds for an Alternate Project. The alternate project option may be proposed for permanent restoration projects located within the declared disaster area. All requests for Alternate Projects must be made within 12 months of the kickoff meeting and approved by FEMA prior to construction

FEMA HAZARD MITIGATION GRANT PROGRAM – 404 AND 406 ELIGIBLE ACTIVITIES

Hazard Mitigation Grant Program funds (HMGP 404 and 406) are federal funds administered by the State (similar to the CDBG program). The 404 funds are disaster related mitigation grants and enable the State to fund improvements to public facilities that will reduce the impact

The costs of restoring damaged facilities are eligible for public assistance funding, but only on the basis of the facility’s Pre-Disaster Design. Pre-disaster design is defined as the size and capacity of a facility as it existed immediately prior to the disaster. Source FEMA PA Digest.

of future disasters. Hazard Mitigation Grant funds provided through the 406 program are pre-disaster mitigation resources operating independently of disaster relief and recovery funds and is administered through the State for reducing hazards prior to a disaster.

Examples of projects can be found on the FEMA website at:

<http://www.fema.gov/mitigationbp/bestPracticeDetail.do?mitssId=4306>

HMGP funding is tied to a FEMA approved County Mitigation Plan and is typically administered through the emergency management or services agency at the State and local level. A State CD Agency, with a responsibility for disaster recovery, should get to know the folks in these agencies and get to know these plans. The plans will help your agency identify areas of high-risk in the State and are an important source of funding, should a disaster occur. Keep in mind, if there is not a HMGP Plan in place it will impact eligibility for 404 funds. This will reduce opportunities for leveraging and put additional pressure on local funding.

CORE SHARES/MATCH REQUIREMENTS

FEMA Public Assistance grants have a 25% match requirement. In a perfect world, each local government jurisdiction has set aside a rainy day fund to handle disaster recovery matching funds. We all know that it is far from a perfect world. Aside from the challenges of maintaining a balanced budget from fiscal year to fiscal year, a disaster brings out issues and challenges that we could not foresee. Putting together matching resources is a challenge that State, local and non-profit agency officials must coordinate. To identify and document match sources such as "in-kind" match for volunteer hours. In-Kind matching can literally save millions of dollars; but these hours must be documented. The strategic use of matching funds is the first step toward maximizing resources for recovery.

DUPLICATION OF BENEFITS

In most cases federal funds being used for disaster recovery cannot be "duplicated" with other federal or non-federal funds. Essentially this means that if an insurance settlement will provide adequate funding for damage restoration the project will not be eligible to receive federal funds.

Case Study – Greensburg, KS

A water tower was destroyed in a disaster. The water tower had a 50,000-gallon capacity and had an estimated replacement cost (pre-disaster conditions) of \$750,000 per the FEMA Project Work Sheet. The community wanted to triple the capacity of the water tower in order to provide adequate water for future community development. This would require \$2,25 million to accomplish. This was a significant increase over the cost of the FEMA project and the city did not have the resources to accomplish the project. Another federal agency stepped in and stated that they were going to partner with a local agency and community foundation to fund the project. The local agency had collected \$100,000 in donations from sister agencies and the local foundation had \$150,000 dedicated to disaster recovery for the community and the "other" federal agency would use this money and add \$1 million from their disaster recovery funds to complete the project. What happened is that the \$750,000 FEMA PA grant disappeared because another federal agency was taking the lead in the project. This invoked the duplication of benefits clause in the grant and the community would lose three quarter of a million dollars. What was required was a re-working of the agreements between the agencies. The local community foundation used it's resources to match the 750,000 FEMA PA grant (\$75,000) and the federal agency and contributions from the local agencies were used to fund the "improved" portion of the project. Which amounted to 750,000 donated funds and \$1 Million from the "other" federal agency.

Not only is this a lesson in coordinating and sequencing funds; it also demonstrates strategic fund leveraging. Donated and foundation funding was stretched in a manner that enabled these organizations to do other things with the money that they did not have to use in the first project scenario. Thus, a win for community recovery.

As another lesson from this example relates to perspective. It could be argued that simply replacing the water tower at the pre-disaster capacity should have been the priority. Having the water back on in the community would enable residents to move forward with rebuilding their homes and businesses. Why waste time going through bureaucratic mazes to increase the

capacity. The answer lies in the community recovery vision – to rebuild stronger, safer and more sustainable than before the storm. Prior to the storm the community economy was limited and most of the youth were leaving the community after school for employment. The community was dying. By taking a forward looking approach and working through the bureaucratic issues, the community was able to provide an adequate water supply for businesses rebuilding and future growth and relocations to the community. Disaster is both a tragedy and an opportunity.

FEMA disaster assistance funding does not allow for duplication of benefits between its own programs and insurance recoveries and between its own programs and assistance provided by other Federal agencies. If an Applicant can obtain assistance for a project from another Federal agency, then FEMA cannot provide funds for that project.

Grants and cash donations received from non-Federal sources designated for the same purpose as public assistance funds are considered a duplication of benefits. However, these funds may be applied towards the non-Federal cost share. Grants and cash donations that are received for unspecified purposes or ineligible work do not constitute a duplication of benefits.

GOOD FINANCIAL STRATEGY: A KEY TO SUCCESSFUL RECOVERY

As stated in the introduction, successful leveraging is a key to any good financial strategy to support long-term recovery. However, a good financial strategy requires more than just leveraging, it also requires a good systematic process in knowing the needs (part of overall recovery planning effort) and funding gaps (part of financial strategy development), and knowing both your funds and how best to sequence the use of them.

KNOWING YOUR NEEDS & FUNDING GAPS

An important task of a sound financial strategy for community recovery is to identify funding needs early and as accurately as possible. The Long-Term Community Recovery planning process includes the services of a cost estimator to develop conceptual cost estimates for recovery projects in the plan. In addition it is important to identify the funding gaps for project implementation and then to combine and sequence funds in a logical, timely fashion.

FEMA ESF#14 – Long-Term Community Recovery, an essential technical assistance provided by FEMA can and has helped impacted communities in identifying funding needs, gaps and opportunities as a part of the needs assessment process, recovery planning and resource coordination support.

SEQUENCE OF FUNDING

There was a discussion about insurance proceeds earlier; insurance proceeds are the first line funds in the sequence of disaster recovery. Responsible leadership should maintain reasonable and adequate insurance against unforeseen circumstances. This may be through the National Flood Insurance Program (NFIP) or through private insurance companies, or both. This goes for folks that are leading their household all the way to elected officials leading parish or county government. The challenge comes from the unforeseen; such was the case in Mississippi when Hurricane Katrina generated record storm surge causing catastrophic flooding in areas outside the mapped floodplain. Public and private structures may have had adequate insurance; but they did not carry flood insurance. Therefore damage from the surge-generated flood was not covered. This is where federal and State funding comes into play.

The funds typically used for disaster recovery include:

- Insurance
- FEMA Public Assistance
- Hazard Mitigation Grant Program
- FEMA Community Disaster Loans
- USDA Rural Development
- HUD CDBG / Supplemental
- State funding

- Local governing agency funds (tax revenue and bonds)
- Grants, Donations via private non profit agencies and foundations
- Volunteer labor and Volunteer Technical Assistance

CHECKLIST FOR COORDINATING MULTIPLE FUNDS FOR RECOVERY

The following table serves as a checklist to help coordinate multiple funding sources for LTCR. The checklist contains 10 categories of questions that can be used to capture critical information for any one funding source. Information collected from various funding sources can help to coordinate how multiple funding sources can be co-mingled and leveraged, while understanding the application and allocation process.

CHECKLIST FOR COORDINATING MULTIPLE FUNDS FOR RECOVERY

#	CATEGORY	KEY QUESTIONS	EXAMPLE
<input type="checkbox"/>	Fund Program	<ul style="list-style-type: none"> Name of the funding program 	FEMA Public Assistance (PA)
<input type="checkbox"/>	Funding Entity & Authority	<ul style="list-style-type: none"> Is the funding source a public, private, non-profit entity, individual citizens, or a combination of any of the above? If public, is it a federal, state or local government? Under which legal authority is the fund permitted? 	Public source: FEMA (federal), Stafford Act
<input type="checkbox"/>	Fund's Purpose or Focus; Fund Types & Sources	<ul style="list-style-type: none"> What type of needs, functions, services or sectors is the fund designed or restricted to support? Examples: <ul style="list-style-type: none"> Economic revitalization Infrastructure restoration Housing redevelopment Human Services Direct payment to individuals, community grants, or loans and loan guarantees Local City's rainy day fund, bonds, taxes, fees, donations/gifts, congressional appropriations 	Restoring public facility/ infrastructure damaged by disaster; Grants to state or qualified organizations; Congressional Appropriations
<input type="checkbox"/>	\$ Amount	<ul style="list-style-type: none"> Is there a funding cap? What is the maximum allowable per funding cycle, incident, or recipient? Or is the fund cap expandable, based on the funding entity's discretion, and/or limited by applicant's eligibility 	Potentially unlimited \$ and Recipients; based on eligible projects
<input type="checkbox"/>	Application, Eligibility & Approval	<ul style="list-style-type: none"> Who or what can apply? When can the application be made? Is there an intermediary between the final recipient and the primary funder? What are the eligibility criteria? What may disqualify an application? 	Qualified public or non-profit entities thru state; Post disaster & Pres. Declaration...
<input type="checkbox"/>	Fund Flow & Leveraging	<ul style="list-style-type: none"> Does the fund require an intermediary or partner to flow or receive the funds? Can the fund be blended or braided with other funds? Can the fund be used to leverage, or be leveraged by other funds? 	State Emergency Management...
<input type="checkbox"/>	Matching, Cost Share	<ul style="list-style-type: none"> Does the fund require cost share, local match, etc? If yes, what is the share ratio between the recipient and the funding entity? 	Typically 75% fed & 25% State & Local
<input type="checkbox"/>	Waivers	<ul style="list-style-type: none"> Are there requirements for eligibility, fund usage, or compliance that can be waived? And under what conditions would that occur? 	Local 25% cost share may be reduced if...
<input type="checkbox"/>	Reliability, Risks & Other Costs	<ul style="list-style-type: none"> How reliable is the fund: i.e., in terms of getting it approved, authorized and allocated in the proper amount and within the necessary timeframe? What risks may there be associated with the fund: i.e., in terms of it being reauthorized under the next fiscal year appropriation? And how good is the "firewall" set up against potential budgetary and legislative changes? Is there other associated costs such as interest expenses and compliance and enforcement 	Application (i.e., PW write-ups) can be time intensive; Fund for approved project is generally unaffected by budget deficits on the federal level...
<input type="checkbox"/>	Important Dates & Timing	<ul style="list-style-type: none"> What is the fund's deadline dates for application, award, use-by/lose-by, compliance, etc? And how are these dates coordinated with those of other funds? And very importantly, how is the timing of the fund's use coordinated with the local/state long-term recovery plan, process and priorities, and how is the timing of the fund's use maximized to best leverage other funds? For example: <ul style="list-style-type: none"> Is the timing of the local's LTRC process and actions dictated by the fund's deadline dates, or by its LTRC plan and priorities? Is a less restrictive fund being put to use based solely on its various important dates or availability before other more restrictive funds is first considered? 	Addressing the 2 nd bullet: While PA has definite dates for items in 1 st bullet, timing of PA funds are not automatically in sync with local and state recovery priorities and timeframe.